

1. Statement of the Problem

1.1. Scope of the problem

The Vermont Department of Corrections (VDOC) has operated correctional industries program since the 1970's starting with a license manufacturing shop in the now closed Windsor State Prison. Since that time, Vermont Correctional Industries (VCI) has grown and shifted. Currently, VCI operates at two of the six VDOC correctional facilities. The Northern State Correctional Facility offers a furniture shop and a print and sign shop. The Northwest State Correctional Facility offers a license plate shop and small engine repair/metal fabrication. Together, these programs can employ up to 84 inmates. On average, 75 inmates are regularly employed in an industry program. This equates to 5% of the sentence population.

From 2004 -2007, VDOC participated in a Workforce Development Partnership research project funded by U.S. Department of Education. This project focused on efforts to join the strengths of its accredited independent Community High School of Vermont (CHSVT) with employment available through Vermont Correctional Industries. Since 2007, VDOC has furthered its emphasis on aligning and employing evidenced based practices in supporting workforce preparation activities available to inmates. CHSVT transitioned to a proficiency-based program and increased the number of industry certifications available. Currently, there are 23 distinct certifications available in industry sectors such as culinary, construction, and manufacturing.

Over time, VDOC has experienced significant changes in its incarcerated demographics.

Concurrently, VDOC introduced Risk, Need, and Responsivity (RNR) principles in its delivery of services and supervision practices. This resulted in a reduced population of low-risk offenders. Those inmates who remain incarcerated are typically moderate- to high-risk offenders.

The average age of this population has changed as well. There are fewer inmates under 29 years of age (42% in 2007, 30% in 2017) and an increase in the older population (over 50 years of age)

(10% to 18%). Most of Vermont's incarcerated population is between 30 and 49 years of age (48% to 51%).

The population shift and shifting labor market demands have limited the use of transferrable hard skills for Vermont Correctional Industry participants in the current job market and has highlighted the need to address deficits in educational proficiency for our older incarcerated population.

To address this issue, VDOC began aligning and integrating its services (CHSVT, VCI and Risk Reduction Programs (RRP) – violence, domestic violence, and sexual violence) into a cohesive model with flexibility to address the complexity of criminogenic and responsivity needs presented by the population under the broad umbrella of Risk Intervention Services (RIS). The underuse of CHSVT by the older population, who are not statutorily compelled to attend, and, significant funding reductions from federal and state sources resulting in reduction in resources in CHSVT and program services further underscores the need for this integration.

At VDOC's request, the Vermont Legislature made statutory changes guiding the use of CHSVT to better align the use of CHSVT for an older target population. This alignment now includes improved assessment of educational and vocational needs and improved capacity to incorporate a response to needs for both violent and non-violent inmates.

VDOC is reexamining the industry program to ensure it meets the needs of offenders and the Vermont labor market. We know there is a workforce shortage in culinary and construction occupations and are looking to fill that void. It is our goal to better engage current industry and other employers in the rich resources available through CHSVT to better prepare and transition people out of jail into labor market with sustainable livable wages. In addition to being

responsive to our participants, this will help employers, reduce recidivism, and increase public safety.

Research demonstrates that employment satisfaction is one of the primary factors related to recidivism reduction for moderate/high risk offenders. Satisfaction stems from meaningful work experiences and liveable wages. This grant provides VDOC the opportunity to engage in intentional activities with key partners to leverage the internal and external resources across the state and support offender transition and the employment need in the community.

1.2 Statewide definition of recidivism

In 2011, the State of Vermont adopted the following definition of recidivism: *The Department shall calculate the rate of recidivism based upon offenders who are sentenced to more than one year of incarceration who, after release from incarceration, return to prison within three years for a conviction for a new offense or a violation of supervision, and the new incarceration sentence or time served on the violation is at least 90 days.* This measure was codified by statute in the same year in Act 41. Annually, the Department reports the recidivism rate to policy makers in its budget presentation. The rate is also published on the Agency of Human Services Scorecard and AHS Community Profiles webpage and in other reports.

<https://www.ahsnet.ahs.state.vt.us/communityprofiles/2-ResilientCommunities/P2County/atlas.html>

1.3 Geographic areas

Vermont is a small state with a population of 623,657 across 9,614 square miles. Last year, the Department managed over 14,000 unique individuals (or 2% of the population). Offenders are released to all geographic areas and the Department provides consistent supervision to offenders regardless of geographic location. Chittenden County is the state's largest population center (25%) followed by Rutland County and Washington County at 10% and 9.4% respectively. Of

those released, the primary locations of residence are Chittenden County (24%), Rutland County (10%), Washington County (8%) and Windham County (8%).

2. Program Design and Implementation

2.1 Establishing and engaging a cross-disciplinary, executive-level steering committee

The Statewide Workforce Development Board (SWDB) will act as the executive level steering committee for the project. (See attachment A: Letters of Support). The SWDB advises the Governor and the Commissioner of Labor on the development and implementation of a comprehensive, coordinated, and responsive workforce education and training system. A majority business member board, it is charged with conducting an ongoing public engagement process throughout the State that brings together employers and future and current workers to provide feedback and information concerning workforce education and training needs. Members are expected to maintain familiarity with the federal Comprehensive Economic Development Strategy and other economic development planning processes, and coordinate workforce and education activities in the State. It meets at least three times annually, with additional workgroups and subcommittee meetings as necessary. The SWDB is the designated Workforce Development Board under the federal Workforce Innovation and Opportunity Act (WIOA). In this capacity, the Board is involved in guiding and informing statewide policies affecting the coordination, delivery, quality, and availability of workforce development services for job-seekers and employers. In the 2018 legislative session, the General Assembly passed, and the Governor signed into law, Act 189: An act relating to workforce development. (See attachment B: Act 189). This act declares that *“a skilled and productive workforce is critical for the economic vitality of Vermont.”* It also identifies several key labor market challenges including: a) employers throughout our state are facing an extremely serious and ongoing skills gap due to the

lack of qualified workers to fill a wide range of jobs across multiple sectors, today and into the future; b) Vermont has one of the lowest unemployment rates in the country, and there are not enough workers at all skill levels to fill current job vacancies; c) many Vermonters are underemployed and require training to update their skills and find job opportunities that match their interests, and; d) many Vermonters who are unemployed or underemployed face significant barriers to employment and require more support to overcome these barriers. This act designates the Statewide Workforce Development Board with the authority to coordinate stakeholder alignment, coordination and engagement to address these challenges. The SWDB is will also review and reorganize credentialing – inclusive of resource allocation and investment; assure that investments are aligned with career pathways to support that training leads to employment; and, examine adult training and identify gaps and strategies to address those gaps.

The Board is chaired by Frank Cioffi, who has agreed to work with the Operating Committee (Chair, Vice-Chair, 5 Business Members, Commissioner of the Department of Labor, Secretary of the Agency of Commerce and Community Development, Secretary of the Agency of Education, Secretary of the Agency of Human Services¹, a Career Technical Education Director, and President of a Vermont State College), other Board Committees (Policy Committee, Career Pathways Committee, and Credentialing and Training Committee). The Board may also establish an ad hoc Adult Reentry Committee for the purposes of supporting the advisory, planning and collaboration needs of this grant. Further, the two State Senate appointments to the State Workforce Board have joined the Chair in support of this grant and have committed to working with the Board and other legislative leaders to help ensure alignment in planning and

¹ The Department of Corrections is housed within the Agency of Human Services

implementation. These Senators hold important leadership positions, one is the Chair of Senate Judiciary, the other the Vice-Chair of Senate Economic Development, Housing & General Affairs.

2.2 Cross-disciplinary working group

The Department of Corrections will coordinate with the Division of Economic Services (ESD) within the Department of Children and Families to collaborate and augment the work established by the ESD in the Vermont Jobs for Independence (JFI) pilot project. This grant-funded activity has identified Supplemental Nutrition Assistance Program (SNAP) participants for improved case management and coordination to improve identification and support toward employment readiness, training and support. JFI has an established statewide implementation team comprised of representatives from the Department of Children and Families, Vocational Rehabilitation, Vermont Department of Labor, Community College of Vermont, Vermont Association of Business Industry and Rehabilitation (VABIR), Employee Assistant Programs and Community Partner representation. It has established 12 regional interdisciplinary teams that meet monthly. One of its identified target populations is “criminal justice involved participants under supervision and/or recently released from an incarcerative setting.” At the state level, their work has included topics such as joint case management protocols, development of key processes and procedures and cross department/organization communication and sustainability.

VDOC will coordinate with the statewide team, led by ESD, to identify the intersection needed to address the specific complexity of the offender population, including the establishment of a subcommittee to focus on the specific needs and opportunities of the moderate to high risk

offender reentering the community. This team will act as the cross-disciplinary working group for the purpose of this grant.

2.3 Statutory, regulatory, rules-based, and practice-based hurdles to reintegration

Vermont Correctional Industries is established in Vermont Statute Title 28§751b. The statute outlines the general goals of offender work programs and allows the Commissioner of Corrections to establish programs to meet those goals. The statute also places certain limits on the program stating that *“the labor, work product, or time of an offender may only be sold, contracted, or hired out by the state to: 1) the federal government; 2) any state or political subdivision of a state, or to any nonprofit organization which is exempt from federal or state income taxation;(3) any private person or enterprise not involving the provision of the federally authorized Prison Industries Enhancement Program, provided that the Offender Work Programs Board shall first determine that the offender work product in question is not otherwise produced or available within the State;(4) charitable organizations where the offender work product is the handicraft of offenders and the Commissioner has approved such sales in advance; (5) political subdivisions of the State, community organizations, private persons or enterprises when the Governor has authorized the work of offenders as necessary and appropriate as a response to a civil emergency.*

Additionally, the statute states that the *“Offender work programs managers shall seek to offset production, service, and related costs from product and service sales; however, this financial objective of offsetting the costs to the Department of servicing and supervising offender work programs shall not be pursued to the detriment of accomplishing the purposes of offender work programs.”*

For many years, VCI was able to operate within these parameters producing materials for the approved agencies and providing transferrable skills. However, these requirements have become a barrier as the shop services no longer align with community needs. As a result, shop revenues have decreased requiring a shift of funds in the VDOC budget to remain operational.

There are many practice-based barriers that will be examined during this planning phase. VDOC supervision practices related to offenders reporting to a probation and parole office as well as requirements for Risk Reduction Programming (RRP) can often conflict with offender work schedules. Vermont is a rural state which creates transportation barriers for offenders with no transportation or no flexible transportation. Offenders on the sex offender registry face additional barriers, collateral consequences and stigma. Often there is misperception of risk by potential employers when considering a sex offender for employment. The community based transitional housing partners often have a zero-tolerance policy for drug use and evict people upon relapse. Inmates on furlough who participate in transitional housing and relapse, often lose their housing, and are returned to incarceration leading to job loss. The planning process will outline methods to mitigate these barriers and increase education and awareness to employers about hiring a formerly incarcerated person.

2.4 Describe the data sets required to be accessed during the planning program period.

A main question for VDOC relates to the employment outcomes of offenders. Currently, VDOC cannot measure the outcomes for offenders released to the community at 30,60,90 days after release. The goal would be to establish this capacity during the planning process to know if people secure employment with sustainable and liveable wages, access higher pay, and stabilize in the community.

To better understand this and other aspects of the employment, the grant team will need access to the data sets described below. The team will establish MOU's to share data and work with a contracted consultant on methods to link the various data pieces together and understand outcomes.

- a) Vermont Department of Labor (VDOL) data on offender outcomes. DOL does provide aggregate data on outcomes. VDOC is unable to match the data and know outcomes on person level.
- b) VDOL Wage and Hour Division Records. In compliance with privacy laws protecting this data, VDOC will work with DOL to track longitudinal employment outcomes related to status of employment, retention, and wages.
- c) VDOC Offender Management System (OMS). OMS stores data about offenders. It captures demographic data, crime and sentence data, risk and need assessment data. OMS data is critical for calculating recidivism rates.
- d) Vocational Rehabilitation Data
- e) Community High School of Vermont Focus School Software student information system (SIS). The SIS collects student data and produces reports. The goal is to use the technology to identify patterns and trends, so educators can make informed decisions to improve student progress.
- f) VCI Data on the number of hours offenders work. VCI data is stored on spreadsheets. An outcome of the planning phase is to determine the best method for collecting, storing, and analyzing VCI data.

2.5 Strategic plan

Under the guidance of the SWIB, the working groups will establish the process for expanding and refining the VCI strategic plan. The group will complete the Planning and Implementation (P&I) guide provided by the Bureau of Justice Assistance and work with the technical assistance provider. The identified goals will also be included in the new SWDB plan.

During the planning phase several activities are proposed for potential pilot studies.

- a) Create a plan to train hard and soft skills in a culinary environment. State Labor Market Information shows this as an in-demand sector. The kitchen operations are overseen by facility security staff. In this project, RIS workforce development staff will be added to kitchen operations to ensure that hard skills are learned through on the job training (OJT) and certifications. Additionally, the program will link current jobs and tasks to the standard occupational code (SOC) providing meaningful and transferable skills to private sector employment. The project will have two distinct strategies. The first strategy is to expand the certifications at all facilities in ServSafe Food Handler, ServSafe Manager, ServSafe Allergens and ServSafe Workplace certifications from the National Restaurant Association (NRA). The second strategy is to pilot the ProStart certification, also administered by the National Restaurant Association. The ProStart program will take place at the Northern State Correctional Facility, the Northwest Regional Correctional Facility, and the Chittenden Regional Correctional Facility (the only women's facility in the state).
- b) VDOC is in discussion with a local national manufacturing company regarding opportunities which include training with inmates to build an HVAC lab on facility property and becoming industry trained and certified in up to three career paths in HVAC employment. VDOC could then partner with VDOL and the Vocational Rehabilitation

Program in employment placement and support during reentry transition. Inmates will build the lab and then train for jobs in the lab once operational.

- c) VDOC, VDOL, and the Vermont Associated General Contractors are engaged in discussions to improve the use of a partnership where VCI and CHSVT certifications support offenders transitioning into construction employment upon release, including the potential of production of one or more items within a VCI shop. The product or item would be for the construction industry and connect construction companies (employers) with training design that aligns with occupational needs. Construction is one of three targeted pathways (along with health care and manufacturing) that the State is actively working to design “pipelines” to employment via the Vermont Talent Pipeline Management Project, led by the Vermont Business Roundtable.
- d) Work with the SWDB subcommittee reviewing certifications statewide to ensure that VDOC can offer certifications that are recognized by the corresponding industry.

2.6 Describe how the target population will be identified for service delivery and describe how services will be delivered.

Employment programming is part of the VDOC risk and needs reducing services portfolio. This portfolio includes the Community High School of Vermont, Vermont Correctional Industries, and Risk Reduction Programming. Together, these services address the broad range of risk and needs of the offender population.

VDOC utilizes the Ohio Risk Assessment System (ORAS) to assess risk to reoffend and identify criminogenic need. This assessment is conducted upon sentencing. All offenders with a risk level of at least moderate are considered for risk and need intervention services within a facility. In addition to offenders who meet the above requirements, VDOC will screen the entire population of inmates with a sentence of 6 months or greater for educational and/or vocational

needs. VDOC will use the CASAS Workforce Skills Certification System (WSCS) for this effort. Expanded use of this assessment will be supported with grant funds to establish a baseline understanding of the students coming through the school each year. The grant will support 1,900 new assessments.

Those inmates who have literacy and/or numeracy needs below high school level will be encouraged to engage in CHSVT. Those inmates who have requirements to reduce criminogenic needs as part of their reentry (see below) and whose level of literacy or numeracy needs are early elementary level or below will be required to participate in education. Inmates with assessed vocational needs will be further assessed for general workforce development certification and/or specific industry technical certifications. Inmates who are assessed as potentially benefiting from hard skill development in employment will be reviewed for employment at Vermont Correctional Industries. Vermont Department of Labor and Division for Vocational Rehabilitation will enter into new collaborations with VDOC to support the creation and delivery of trainings, pre-apprenticeships, on-the-job experiences and other employment services for participants.

Criteria for Inmates required to reduce criminogenic needs in an incarcerative setting:

- a) The offender is a “listed” offender. (Listed offenders have been convicted of more serious crimes. (See attachment C: Listed Crime)
- b) The offender has the appropriate security classification and sentence structure to participate and complete;
- c) The offender has the cognitive capacity to benefit from programming;
- d) The offender is approved to participate in risk reduction programming;
- e) The offender has completed a program interest form in the affirmative.

Correctional Criminogenic Need areas will be prioritized as intervention targets if they are assessed as 60% and above correlation with overall risk score. Once referred to an education or employment program, a variety of academic and work force assessments and inventories are administered to inform the design of the individualized program. These assessments can include:

1. Montreal Cognitive Assessment (MoCA): A rapid screening instrument for mild cognitive dysfunction.

2. Comprehensive Adult Student Assessment Systems (CASAS) Math and Reading

Assessments: CASAS measures essential life and work skills for youth and adults, while meeting the National Reporting System (NRS) Accountability Requirements.

3. CASAS Workforce Skills Certification System (WSCS): Employers seek workers with strong basic skills to work smart and grow on the job. They are prepared to invest in job candidates who can learn independently, benefit from training, take on new responsibilities, and move up the career ladder. WSCS allows us to document and develop employer-validated academic and soft skills for youth and adults entering the workforce, transitioning to work, incumbent workers, and dislocated workers and facilitate transition to the workforce.

4. Job Search Attitude Inventory (JSAI): A brief, 32-item inventory designed to make job seekers more aware of their self-directed and other-directed attitudes about their search for employment. It compares the inventory takers' attitudes about the job search process with those of professional counselors trained in teaching job search techniques

5. Barriers to Employment Success Inventory (BESI): An assessment that helps individuals identify problem areas that may be preventing them from getting and succeeding at a job. This simple tool also encourages takers to consider suggestions and develop a plan of action for overcoming their barriers.

6. Career Decision Making (CDM): The CDM combines an assessment of interests, work values, subject matter preferences, and self-estimates of abilities with biennial updates of career information. It has had a number of revisions, the most recent in 2000, to keep the instrument as current as possible with a rapidly changing world of work.

2.6 Describe the process for creating the industry advisory group of employers.

VDOC has been approached by various industry groups expressing interest in improving both soft and hard skill training and opportunities for inmates transitioning to the community. VDOC will work with partners on the Statewide Workforce Development Board; Vocational Rehabilitation, Associated of General Contractors of Vermont, The Vermont Business Roundtable, and other industry leaders who have expressed interest to develop an industry advisory group. Interested industries include general contracting, construction, HVAC installation and repair, culinary arts and hospitality, agriculture, and technology. The VDOC would use the opportunity afforded through the planning grant to ascertain the logistical needs of training (inmate hours, length of time, space and equipment needs, sustainability and match to labor market). VDOC will explore the feasibility and advisability of a pilot project related to industrial kitchen certifications and operation through the use of correctional kitchens. Employers from this field will be recruited to advise the program and act as community placement locations. The pilot project will also take advantage of the garden that exists at Northwest State Correctional Facility. This will bring a horticulture aspect to the pilot. Additional advisory group members from that field will be invited to the advisory group.

3. Capabilities and Competencies

3.1 Provide evidence of a history of collaboration, as well as an extensive discussion of the role of the state corrections department in ensuring the successful reentry of offenders into the communities

VDOC is a unified system of correctional facilities, probation, furlough and parole. The key Corrections decision makers in the reentry process are unified under this one umbrella. This greatly enhances the ability to implement systemic changes that are evidence-based and focus on best practices for successful offender reentry. VDOC has a proven track record for successfully implementing Second Chance Act projects. It has successfully completed an Adult Demonstration project that established restorative justice initiatives across the state. VDOC is regularly referenced as an expert in this area. Additionally, the Department is in the third year of the Statewide Recidivism Reduction grant. The initiatives under this grant have created a strong foundation for the use of validated risk instruments and evidence-based practices.

Additionally, the VDOC is located within the Agency of Human Services. The Agency of Human Services has the widest reach in state government and a critical mission: to improve the conditions and well-being of Vermonters and protect those who cannot protect themselves. It oversees a community-based service delivery system, focused on providing services to Vermonters in need, regardless of funding source restrictions. Other departments under the AHS umbrella include the Departments of Disabilities, Aging and Independent Living (this department operates the Vocational Rehabilitation Program), Children and Families, Health Mental Health; and Vermont Health Access.

VDOC also works collaboratively with other state agencies and community based organizations to support offender reentry. These include community justice centers, transitional housing providers, workforce development organizations, such as Vermont Works for Woman, and many

other organizations that offer support and stabilization services. Recently, VDOC entered into partnerships with the University of Vermont and the Community College of Vermont. Both educational institutions offer two credit-bearing college level courses in VDOC facilities. These partnerships are designed to help inmates set identifiable career goals and outline a plan for the education or training needed to achieve their goals.

VDOC and VDOL have recently strengthened their collaboration at the state in local level. For example, VDOL has been providing a series of workshops at Southern State Correctional Facility (SSCF) that have included information about VDOL resources, job readiness topics, and interviewing skills. This month, VDOL staff are beginning mock interviewing sessions at the facility. When VDOL presents at SSCF anywhere from 3-8 inmates are in attendance. Additionally, VDOL continues to be part of the re-integration meetings Springfield and Brattleboro. These meetings are coordinated by the Agency of Human Services Field Services Directors and focus on creating plans for inmates who will be released into those communities.

In 2016, VDOC held open houses at the probation offices around the state. VDOL encouraged managers to attend and ask questions regarding supervision in Vermont's communities. VDOL's staff benefited greatly from those open houses. As part of the collaborations mentioned above, VDOL opened its Springfield office for VDOC staff to visit and ask questions. The intended goal of those events is to build closer relationships with VDOC field supervision staff and provide a continuum of support in the community.

VDOL continues to be a member of the Statewide Recidivism Reduction (SRR) taskforce which has a focus on reentry and developing best methods of communication with other agencies in order to provide wrap-around services for offenders. VDOL learned about Effective Practices in

Community Supervision (EPICS). VDOC has implemented EPICS as part of the SRR grant and created several opportunities for stakeholders to learn about the model and use core correctional practices in their interactions with offenders.

3.2 Describe how correctional, workforce development, and education funds such as WIOA are leveraged to support correctional education or reentry services.

VDOC receives federal funds through Title I and Carl Perkins grants to support CHSVT. These funds are used to supplement basic skills, career/technical and transition instruction. These funds have been and will continue to be leveraged to support education and reentry services.

There are currently, \$3,189,163 in Education funds for the CHSVT, as well as the following grant awards:

- Title 1: \$75,309.00
- IDEA-B: \$9,226.30
- Carl Perkins: \$42,149.00
- Local Standards Board: \$977.00

The Vermont Offender Work Program (which includes VCI) is a proprietary fund with a \$3,441,561 appropriation. These are not specifically general fund (state supported funding). As stated above, in years that the fund does not finish with a positive cash balance the general fund cover the difference.

3.3 Identify other reentry and employment programs in the state funded by the U.S. Department of Justice, U.S. Department of Labor, U.S. Department of Health and Human Services and/or U.S. Department of Education with a strategy for developing a plan to coordinate services.

No other programs with these funding sources exist.

3.4 Describe the management structure and staffing of the program, identifying the agency responsible for the program.

The Vermont Department of Corrections is the lead agency responsible for the project. Lisa Menard, VDOC Commissioner, is a member of the SWIB. (See Attachment D: Executive Letter of Support). Commissioner Menard has over 30 years of human services and corrections experience. Kim Bushey, Director of Program Services will oversee implementation of the strategic planning grant. Ms. Bushey has over 10 years of experience with program implementation, and risk and needs reducing services. Monica Weeber, Director of Administrative Services, has over 20 years of experience with strategic planning and program performance. Ms. Weeber will contribute to the management of the grant and strategic plan development. Troy McAllister, Headmaster, Community High School of Vermont will oversee the education components of the program. Mr. McAllister has 19 years of experience in education in a variety of settings. He has spent the last 12 years in state government working in the areas of special education and correctional education. Gerald Schartner, Assistant Director of Risk Intervention Work Programs will oversee the employment components of the program. Mr. Schartner has 18 years of experience with Vermont Correctional Industries and holds certification as an offender workforce development specialist through the National Institutes of Corrections. VDOC will work with Dustin Degree, Executive Director of the SWDB, David Lahr, the Director of Workforce Development, Sarah Buxton, Director of Workforce Policy and Performance, Frank Cioffi, Chair of SWDB, Tracy Collier, JFI Program Manager, Economic Services Division and Diane Dalmasse Vocational Rehabilitation Division Director, as the primary team with responsibility for the grant. (See Attachment E: Resumes)

3.5 Demonstrate the executive leadership commitment to the development and adherence to the strategic plan. Applicants should consider all agencies and major stakeholders necessary to plan and implement.

Vermont Governor Phil Scott prioritized workforce development as a critical initiative in his 2018 State of the State address. He charged his administration to seek innovative solution to bring more workers to the state and to train or retrain people in the state who are not able to fill the current job needs. The SWDB is the Governor's primary avenue for this effort. The SWDB recognizes the potential in training the offender population to help meet this need. The SWDB and the major agencies and stakeholders have committed to this project and provided letters of support for this work.

3.6 Demonstrate the commitment and capability of the implementing agency and collaborative partners to implement the program, including gathering and analyzing information, developing the strategic plan, and evaluating the program.

VDOC has internal capacity within the Administrative Services Division (ASD) to collect and analyze data. The ASD supports decision making within the Department and other State agencies through planning, research, and evaluation activities. It reports on the Department's performance toward meeting its mission, explores avenues for improvement, and assists in coordinating the use of data generated across all operational units within the Department. All operational divisions within in VDOC, as well as collaborative partners will support the requirement for developing the plan and evaluating the program.

4. Plan for Collecting the Data Required for this Solicitation's Performance Measures

4.1 Describe the process for assessing the program's effectiveness through the collection and reporting of the required performance metrics data

The planning team will develop a comprehensive model for assessing the program and collecting metrics using the Result Based Accountability Model (RBA). Monica Weeber, Director of Administrative Services, is a certified RBA trainer and responsible for reporting VDOC metrics. The RBA model identifies performance measures and methods for collecting and reporting the

measures. This model has been successfully utilized in the implementation of the Second Change Act Statewide Recidivism Reduction Grant.